

14 June 1974

Gentlemen:

I author this letter to you motivated by frustration, but not pique; by near despair, but not despondence; by professional conviction but not personal annoyance. I author it because certain events of the last five days, which I do not choose to disclose, make me feel it is necessary. Yet I have given the matter sufficient thought so I am not writing in the white heat of the moment of the events. And, lastly, I write it completely knowledgeable that we all mutually share the same professional conscientiousness and pride in the Agency and the Directorate but yet, occasionally, certain things must and should be said for "the good of the Service".

My first point is to make a point. If the Director is interested in something and makes his interest known to this Directorate, and particularly if it is in the form of a tasking, then, by all that is good and holy, we automatically become as interested as the Director and we are as responsive as our intellect and physical stamina will allow us to be. We commence by taking a positive approach to that which is requested and only reverse our approach when the matter has been sufficiently analysed and studied so that we arrive at a conclusion that it would appear not to be in the best interests of the Agency to acquiesce to the request. If the matter is of sufficient importance for the Director to be interested, then it is of equal importance for the Head of each subordinate component working on the problem to also have personal interest and participation. We do not take such a request and handle it in a routine fashion and hope "the system" will deliver up some kind of an answer in some kind of a time frame. I am not saying we have to be "yes men" to the Director, but I am saying we have to so study the matter that we can eventually eliminate all positive reasons before the negative reasons become overwhelming. It is also interesting to note that recent history relates a fine example when many of us thought the Director was wrong, and we told him so not only once but twice. He turned out to be absolutely correct. The instance I speak of is "Alumni Day".

Please allow me to make my second point. There is an old axiom that "no boss likes to be up-staged". I am sure you believe in that as much as I or anyone else. There have been instances within the last four or five days, and here I will go so far as to say that at least three Offices are involved, where matters of import and currency should have been reported to the Directorate Office and they were not. In an additional case, an Office of subsidiary interest reported to us on a matter where the Office of prime interest did not and we had to interest ourselves with that prime Office to ascertain the nature of the situation. Now I cannot sit down and write a definition of that which is of "import and currency". It is a judgment factor. We are paid primarily to exercise judgment and we are all paid to ensure that we indoctrinate our units to report upwards immediately when such matters come to any employee's attention. In one of the instances I have in mind in this paragraph, the first thing known about it to the DD/M&S was when the Inspector General brought it to his attention at a 9:00 a.m. meeting. When quizzed on the matter, the Office involved stated quite simply they had not reported on it.

The third point, while a separate one on its own merits, is also very closely related to the two points above. This happens to be a Directorate and not a loose confederation of eight Offices pursuing independent missions and trying to be all things to all men. As a Directorate, it has a Deputy Director in charge. His role is to bring to bear the ultimate Directorate judgment, and following that the decision, on matters of serious importance, and most particularly when the matters involved happen to impact on the totality of the Directorate. Again, in the last five days, in two different instances emanating from two different Offices, decisions were made which impinged directly on the posture and status of the Directorate in this Agency, and the Deputy Director was not even consulted on the matter. I am as aware as anyone in this Directorate of the problems we have, both because of the physical dispersion of some of our Offices and the lack of a more homogenous mission amongst our units. Both of these facts, consciously or subconsciously, can lead Office Heads, through no lack of good faith, to act in a more independent sense than consideration of the total good of the Directorate would demand. It is pathetic when opportunities present themselves to allow the Directorate to present itself in the truly significant role it plays within the Agency and we merely walk away from it.

I ask you to accept this letter in the spirit with which it is written. I further ask that, in a paraphrased fashion, you endeavor to get this evangelical message across to your troops. I have written this letter because of my own professional convictions and I did it without prior consultation with the DD/M&S. I have made its contents, however, known to him before it was dispatched. If you agree with the contents, I am pleased, but if you disagree then your quarrel is with me. Lastly, if anyone would like to know if I have them in mind when I recite the instances of the last four or five days, I will be pleased to say yea or nay. And, if the answer is nay, don't bother asking who we had in mind, because the spirit of the exercise is solely constructive.

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for
Management and Services

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